

Community Engagement Guidance

I. Summary

Project Management

- The PACT partner should designate an “engagement point of contact” (POC) who will be the main person responsible for leading engagement activities and coordinating with NYCHA on strategy and approach. NYCHA will assign a project manager (PM) from the Portfolio Planning team to represent NYCHA in these conversations.
- The engagement POC and NYCHA Planning PM assigned should set up consistent check-ins (e.g., weekly or biweekly), communicate regularly, and elevate any issues or concerns to the wider team as needed.

Project Kick-Off

- Following designation, NYCHA will coordinate kick-off meetings with resident leadership.
- NYCHA can also help to plan a kick-off meeting with the wider resident community to introduce the PACT partner.
- Coordination and prep for all subsequent resident meetings will be the responsibility of the PACT partner.

Post-Designation Communications

- The PACT Partner will prepare a welcome brochure to introduce residents to their team that NYCHA will print and distribute. This will be how all residents will first be introduced to you.
- The welcome brochure must contain an active link to, at the very least, a splash page website that contains the PACT partner team names, an email, phone number, and announcement that more information is coming soon.
- By the first resident meeting, the splash page should be built out as the full project page, in accordance with the website guidance.
- All website versions should be reviewed and approved by NYCHA in advance, in accordance with the website guidance.

Resident Association Meetings

- At a minimum, the PACT partner must host monthly meetings with the resident association(s), but meetings can be more frequent if desired by resident leaders.
- The PACT partner will be responsible for developing meeting agendas and leading each meeting.
- The NYCHA Planning PM must be invited to all resident association meetings.

Community Meetings

- The PACT partner will be responsible for the preparation and facilitation of all community meetings
- NYCHA can provide support to the PACT partner for the kick-off meeting, if needed
- Any presentation materials or other collateral to be used at the meeting must be shared with NYCHA for review. The timing of when materials will be shared can be determined between the NYCHA Planning PM and the PACT partner engagement POC.

Community Engagement Roadmap

- No later than three months following designation, the PACT partner must prepare a Community Engagement Roadmap for review by NYCHA.
- The PACT partner should use the information contained in this Community Engagement Guidance as a starting place but must adapt the timeline and activities based on the specific needs of each development and input from resident leaders.
- At a minimum, the Roadmap must include:
 - **Mock-Up Unit** – Describe how the plans for the mock-up units will be developed, when they will be available, and how they will be used to obtain resident feedback on the rehabilitation scope of work.
 - **Community Plan** – Describe key milestones in the creation of a Community Plan document (more details below), including when an outline, draft, and final draft will be submitted to NYCHA and resident leaders for review.
 - **Engagement Activities** – Describe key engagement activities, including but not limited to meetings, workshops, surveys, mailings, and digital engagement. Be clear about the purpose/goals of each activity.
 - **Timeline** – Describe anticipated timing for the mock-up units and Community Plan, as well as key engagement activities expected to inform the creation of these deliverables. Also include timing for distribution of any key notices/communications and/or resident meetings.

Community Plan

- The PACT partner will be responsible for preparing a Community Plan to be distributed to all households by the beginning of the lease signing process. The Community Plan will detail plans for the rehabilitation, property management, and social services to be provided at each development.
- As described in the Community Plan Guidance, a full Draft Community Plan must be provided to Portfolio Planning for review no later than 3 months prior to lease signing.
- NYCHA is working with an independent architectural consultant, Peterson Rich Office (PRO), to support teams in the preparation of Community Plans.

Resident Advisor Services

- Resident leaders are being paired with independent “resident advisors” who will serve as advocates to ensure that resident needs and priorities are being addressed by NYCHA and the PACT partner. The resident advisor will be a consistent presence at all resident meetings.
- PP will introduce the PACT partner to the resident advisor, and it is NYCHA’s expectation that the PACT partner and resident advisor will maintain regular and open lines of communication.

II. Community Engagement Roadmap Guidance

PACT Partners will create a Community Engagement Roadmap (CER) that will be due no more than 3 months following designation, with at least a draft due before the first resident meeting. The CER can and will need to be adjusted throughout the process as the PACT Partner team reacts in real time to residents' needs, project scope, and NYCHA guidance. NYHCA will review and offer guidance on the team's CER and may ask for updates throughout the process. The CER should be used by both the team and NYCHA throughout the predevelopment process to monitor engagement milestones and progress. The CER should include a plan for outreach to residents, resident leaders, elected officials and other community stakeholders. The Roadmap must detail an outreach, engagement, and reporting structure that will provide residents and elected officials with regular, proactive, and transparent project updates with meaningful engagement opportunities from designation through to ongoing operations.

Topics and Objectives

Using the Community Plan Guidance, the PACT Partner team should construct a community engagement approach that meaningfully engages residents while building out the scope of work that needs to be documented in the final community plan by time of lease signing. Teams should work with resident leaders to determine the right mix and cadence of town halls, open houses, workshops, tabling events, and other creative ideas to best engage residents around various topics.

The PACT Partner must show through the Community Engagement Roadmap how they plan to address the following topics and seek resident input/feedback and/or decision-making (from the Community Plan Guidance Outline):

- Rehab Scope
 - Apartments (finishes, appliances, flooring, windows, etc.)
 - Including how and when mock-up units will be used in the process
 - Sites and grounds
 - Buildings, including common and community spaces
 - Buildings systems heating/cooling, roofing, plumbing, etc.)
 - Environmental remediation
 - Relocation assistance and resident support
 - Construction schedules
- Resident amenities and social services
 - Needs assessment survey
 - Workforce development and job training
- Property Management
 - Description of office hours, location(s), staffing chart, contact information
 - Cleaning, maintenance, pest management and other related processes
 - Safety/security plan
 - Summarized waste management plan

III. Required Meeting Topics

NYCHA requires that there be periodic resident meetings where the team can share updates and answer residents' questions at-large. Nevertheless, the team is encouraged to think outside-of-the-box as to ways to engage and inform residents between meetings and the format of these meetings are up to the engagement team. The required meetings are:

All-Resident Meetings

PACT Partners Introduction - All Residents (first meeting):

Topics/Agenda:

- (a) NYCHA-led introduction; update and recap of the process to-date
- (b) Team introductions and relevant experience
- (c) Share project timeline
- (d) Discuss Covid-19 protocols related to outreach, inspections, and construction
- (e) Present draft Community Engagement Roadmap for discussion
- (f) Discussion of known physical conditions and potential improvements
- (g) Explanation of upcoming inspection schedule

Employment Opportunities

PACT Partners should provide information about employment and training opportunities associated with the PACT project. The meeting should focus discussion on all open construction and property management positions, describe the application process, and provide timeframes for hiring.

Prior to meeting, PACT Partners should coordinate with REES to identify current eligible residents and relevant training courses (OSHA 30, security, among others) that will be offered directly or through referrals.

PACT Partners must also coordinate with NYCHA REES on hosting job fair(s) to continue advertising employment opportunities and recruiting residents to fill those positions.

Lease Information & Plan for Lease Signings (prior to Lease Signing)

NYCHA will coordinate with TAs and PACT Partners to develop an outreach plan to facilitate lease signings.

At a minimum:

- (a) Partners are expected to mail sample leases (and post to web) at least three-four months in advance of closing, giving NYCHA advanced notice. NYCHA will provide the lease and a cover page, and Partners should prepare a cover letter with information on how lease signings will be conducted.
- (b) Partners will be expected to retain a legal services organization (such as the Legal Aid Society) at the direction of NYCHA to provide free advice to all tenants via hotline (or in-person consultations if/when appropriate). No tenants are expected to sign a lease without having had the opportunity to consult with a third-party legal services provider.
- (c) Partners may elect to create House Rules to be signed during the lease signing. If Partners so elect, a draft must be circulated to NYCHA for review and approval,

and then the TA for review and approval. Any House Rules may not be more restrictive than NYCHA's public housing house rules.

- (d) Partners will reach out to schedule lease-signing appointments with every household.

Separate from lease signings, PACT Partners will be expected to provide information on lease signings throughout process, including at least one resident meeting specifically focused on the content of leases and process/plan for residents to sign. This meeting must include representative(s) from NYCHA's Leased Housing Department. This meeting must occur before any lease signings take place. PACT Partners will coordinate with NYCHA to identify the most appropriate timing for the meeting, approximately 3-4 months in advance of the expected closing date.

Preparing for Section 8

This meeting should be scheduled 1-2 months before project closing. It is led by NYCHA's Leased Housing Department and the PACT Partner team and walks residents through what it means to be a Section 8 resident and their rights and responsibilities. The information presented in this meeting will be similar to the welcome packet that PACT teams distribute the day after closing to all residents.

Property Management Team Introduction

As the project approaches conversion, PACT Partners should host a meeting to review all required paperwork that residents will need to complete in order to convert to the Section 8 program. This is also an opportunity for residents to get to know the property management team and ask questions regarding property management strategies/priorities at their development. The agenda should also advertise any upcoming legal clinics or lease signing workshops.

Targeted Outreach

Elected Official Outreach

PACT Partners will coordinate with NYCHA to schedule introductions and project briefings to local City, State and Federal elected officials.

NYCHA Real Estate Development Department (REDD) and Intergovernmental Affairs (IGA) teams will join, coordinate introductions and can assist with initial scheduling, as-needed.

Monthly TA Meeting

Each month, PACT partners are expected to meet with tenant leadership to discuss project schedule, provide relevant updates, and preview material for upcoming resident meetings.

NYCHA REDD and Resident Outreach Services teams will join, coordinate introductions and can assist with initial scheduling, as-needed.

Post-Conversion Meetings

Post-conversion Meetings

Teams should describe their plans for continued engagement with residents and other community stakeholders following conversion. Post-conversion outreach should include, but not be limited to, construction progress/update meetings and ongoing meetings with tenant leaders.

Inspections

All in-unit inspections should be considered an engagement opportunity. Community partners or other resident liaisons from the PACT Partners team are expected to join inspections to provide updates to residents, share information, and collect input on repair issues. Efforts should be taken to combine tasks, limiting the total number of visits. NYCHA to advise on required collateral material, but may include:

- (a) Updated FAQ
- (b) Updated One-Pagers or Fact Sheets
- (c) Resident input Surveys (improvement priorities, visual preferences for design styles, colors, etc., other?)
- (d) Social Service Needs Assessment

**Inspectors should always have properly displayed identification, and meetings should be set in advance. Members of the PACT Partners team, including any resident liaisons, should assist with scheduling inspections and accompany inspectors.*

VI. Resident Meetings - Best Practices

General

- a) PACT Partner-led meetings should always include:
 - a. An opportunity for a NYCHA representative to provide remarks at the top of the meeting and to join for questions and answers (see attached Meeting Prep Worksheet);
 - b. NYCHA contact information for both the PACT hotline and the NYCHA Customer Contact Center, and;
 - c. NYCHA logo (where other team member logos are displayed, for example: title slides, headers, footers, etc.).
- b) For all printed materials, meeting advertisements, and presentation decks, PACT Partners must share with NYCHA prior to planned use. NYCHA will provide comments and feedback within five business days of receipt. PACT Partner teams must account for translation, printing, and distribution.
- c) Draft agendas (including facilitation questions/guide if needed) must be shared with NYCHA in advance of preparing meeting materials.
- d) Presentation material must be sent to TAs and elected officials in advance of all meetings (following NYCHA's review).
- e) Flyers for events must be mailed/delivered to each resident at least one week in advance of the meeting and should be hung on every floor/lobby at the development, in every primary language for the development. PACT Partner contact information, and website address should be included in all flyers/material distributed. NYCHA will advise on where to post/hang flyers. All posted material should be removed post-meeting.
- f) Robocalls and/or text messages must be sent to all households with a reminder about the upcoming events two days in advance, as well as day-of.
- g) All printed materials must be legible and adequately sized for all audiences. Body text in presentation decks should not be less 16pt.
- h) Residents must receive printed copies of all materials, in both English and Spanish, in advance of any webinar (day of the event is acceptable only if material is being hand-delivered). Copies of all other relevant primary languages should be made available at property management (or other on-site) office.
- i) Partners should be aware of how meeting schedules will affect residents' ability/likelihood to attend meetings. When scheduling meetings, PACT Partners must take into consideration resident fatigue and cultural or religious holidays.
- j) After each engagement event, the PACT partner must send NYCHA all final materials, including attendance numbers and Zoom reports (if virtual).

Virtual/Tele-Town Hall - Best Practices

- (a) As attendees are logging in, an intro slide, with background music, must be displayed informing them that the presentation will start shortly.
- (b) Presenters must introduce themselves with their video cameras enabled.
- (c) Presentations must all begin with a brief tutorial of the webinar interface. Participants should be asked to practice muting/unmuting, type in the chat/Q&A box, enable microphones/cameras, raise hands, and any other relevant task we will be asking of them throughout the presentation.
- (d) Presenters must enable functionality that allows participants to see who else is on the call or how many other participants are on the line.
- (e) PACT partners must track attendance for all virtual meetings and report back to NYCHA with final headcounts within one day of meeting. Where multiple developments may be on a single webinar, attendance should be reflected by development.
- (f) Residents must have the option to ask questions either through chat/question boxes or by “raising their hand” and being unmuted. Residents who elect to ask questions themselves should be allowed the opportunity to follow up if any points are not clear. The same applies for questions that require simultaneous translation.
- (g) For webinars that utilize simultaneous translation, the call-in numbers for specific languages should be included on the title slide for participants to view as they wait to begin, as well as in the chat section.
- (h) During webinars or in-person meetings residents should be given ample time after the presentation (at least 30 minutes) to ask questions and share thoughts (depending on the meeting topic, this can be flexible). Depending on the size of the group, PACT partners should be prepared to spend some time after the meeting has formally “ended” to continue answering resident questions and/or schedule phone calls to speak with individual residents.
- (i) A call-in number/hotline should be available to any resident to call with questions or walk-through presentation materials.
- (j) Within five business days following all webinars, PACT Partners are required to post recordings of the presentations to their project pages.

VII. Resources/Technology

PACT Partners should be prepared to utilize a variety of staff resources and media to thoroughly engage residents. If your team does not have equivalent in-house tools/services, you should consider budgeting for the following resources, including but not limited to:

- (a) Resident liaison(s): Assist with communication between residents and PACT partners, build and maintain up-to-date contact lists, ensure timely delivery of collateral/materials to residents and track distribution, actively outreach to resident groups to provide information and discuss issues, and maintain “office hours,” among any other tasks.
- (b) Project website: Allows for residents to access all information regarding PACT and their development. Project websites should have information to access resident meetings, recordings of meeting for residents to view, link to NYCHA PACT Resident Resources, contact information for development team, etc.
- (c) Web-based tools for teleconferencing and online presentations, including Zoom or Microsoft Teams.
- (d) Budget resources and time for printing, mailing and flyering: Throughout the engagement process, many materials will need to be printed and distributed to residents, in multiple languages. In-house print shops or on-call printing services will be required.
- (e) Budget for translation needs: All materials will require translation in the primary languages spoken per development. Simultaneous translation will be required for all in-person meetings, webinars, and conference calls, as-needed.
- (f) Where spaces permit, teams will provide light, healthy refreshments for all in-person meetings, including both food and drink. If available, PACT Partners are encouraged to use resident catering companies and other food businesses.
- (g) Provide onsite licensed/accredited childcare options to ensure residents with children can reasonably join and participate in in-person meetings.
- (h) Dedicated hotline and email address for residents to ask questions and raise concerns. Partners will be expected to provide information about how many calls/emails they are receiving including responses to any questions that are raised.
- (i) Provision of free-to-resident training and safety courses, associated with project employment opportunities.
- (j) Provision of free-to resident legal resources focused on leasing and the transition to Project Based Section 8.